

IMA Director's Professional Reading List with Synopsis
Approved: 28 June 2006

Leadership & Management

1) The 360 Leader by John Maxwell

In his nearly thirty years of teaching leadership, John Maxwell has encountered this question again and again: How do I apply leadership principles if I'm not the boss? It's a valid question that Maxwell answers in *The 360 Degree Leader*. You don't have to be the main leader, asserts Maxwell, to make significant impact in your organization. Good leaders are not only capable of leading their followers but are also adept at leading their superiors and their peers. Debunking myths and shedding light on the challenges, John Maxwell offers specific principles for Leading Down, Leading Up, and Leading Across. 360-Degree Leaders can lead effectively, regardless of their position in an organization. By applying Maxwell's principles, you will expand your influence and ultimately be a more valuable team member.

2) The Leadership Challenge by James M. Kouzes & Barry Z. Posner

The Leadership Challenge is about how leaders get extraordinary things done in organizations. It is about the practices leaders use to turn challenging opportunities into remarkable successes. There are no shortages of challenging opportunities to radically alter the world in which we live and work. The opportunities for leadership are available all of us every day. Through research, interviews, and the experience of hundreds of managers, Kouzes and Posner show us how leadership can be learned and mastered by all of us.

3) Good to Great by Jim Collins

Based on a five-year research project, *Good to Great* answers the question: "Can a good company become a great company, and, if so, how?" True to the rigorous research methodology and invigorating teaching style of Jim Collins, *Good to Great* teaches how even the dowdiest of companies can make the leap to outperform market leaders the likes of Coca-Cola, Intel, General Electric, and Merck.

4) Primal Leadership: Learning to Lead with Emotional Intelligence by Daniel Goleman

Drawing from decades of research within world-class organizations, the authors show that great leaders-whether CEOs or managers, coaches or politicians-excel not just through skill and smarts, but by connecting with others using Emotional Intelligence competencies like empathy and self-awareness. The best leaders, they show, have "resonance"-a powerful ability to drive emotions in a positive

direction to get results-and can fluidly interchange among a variety of leadership styles as the situation demands. Groundbreaking and timely, this book reveals the new requirements of successful leadership.

5) Organizational Culture and Leadership by Edgar H. Shein

Focusing on the complex business realities of the '90s, organizational development pioneer Edgar H. Schein updates his influential understanding of culture, and lucidly demonstrates the crucial role leaders play in successfully applying the principles of culture to achieve their organizations' goals. Schein shows how to identify, nurture, and shape the cultures of organizations in any stage of development, and presents critical new learnings and practices in the field, including additional work on subcultures. The result is a vital aid to understanding and practicing organizational effectiveness.

6) The Fifth Discipline by Peter Senge

This guide provides a blueprint for establishing a learning organization -- that is, one where people expand their capacity to create results and where new patterns of thinking are nurtured. The text explains how actions create reality and examines the process of building a learning organization. "In the long run", Senge says, "the only sustainable source of competitive edge is your organization's ability to learn faster than its competition". Employing the five disciplines of Systems Thinking, Personal Mastery, Mental Models, Shared Vision and Team Learning can make an organization more effective than the sum of its parts.

7) First Break All the Rules: What the World's Greatest Managers Do Differently by Marcus Buckingham and Curt Coffman

Marcus Buckingham and Curt Coffman expose the fallacies of standard management thinking in First, Break All the Rules: What the World's Greatest Managers Do Differently. In seven chapters, the two consultants for the Gallup Organization debunk some dearly held notions about management, such as "treat people as you like to be treated"; "people are capable of almost anything"; and "a manager's role is diminishing in today's economy." "Great managers are revolutionaries," the authors write. "This book will take you inside the minds of these managers to explain why they have toppled conventional wisdom and reveal the new truths they have forged in its place."

8) Generations at Work-Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace by Ron Zemke, Claire Raines, Bob Filipczak

Never before have so many different generations worked shoulder to shoulder without seeing eye to eye. Intergenerational clashes threaten to reduce morale and make workplaces less productive in the future. This book offers eye-opening

insights on the four generations--their values, talents, and troubles--and provides pragmatic guidelines for managing the multigenerational team.

9) The Balanced Scorecard by Robert S. Kaplan and David P. Norton

The Balanced Scorecard translates a company's vision and strategy into a coherent set of performance measures. The four perspectives of the scorecard--financial measures, customer knowledge, internal business processes, and learning and growth--offer a balance between short-term and long-term objectives, between outcomes desired and performance drivers of those outcomes, and between hard objective measures and softer, more subjective measures. In the first part, Kaplan and Norton provide the theoretical foundations for the Balanced Scorecard; in the second part, they describe the steps organizations must take to build their own Scorecards; and, finally, they discuss how the Balanced Scorecard can be used as a driver of change.

10) Business Performance through Lean Six Sigma: Linking the Knowledge Worker, The Twelve Pillars, and Baldrige by James Schutta

The tools discussed in this book are just as applicable to making management decisions based on data as they are for the Black Belts and Knowledge Workers of the process. Lean Six Sigma is helping to vitalize many small and large organizations by paying attention to the customer's needs and providing processes with smaller amounts of variation to consistently meet and even exceed those needs. This task is completed when the organization understands its processes better and controls those inputs and the process variations that will affect the customer's needs the most.

Creativeness

1) 7 Habits of Highly Effective People by Steven Covey

In The 7 Habits of Highly Effective People, author Stephen R. Covey presents a holistic, integrated, principle-centered approach for solving personal and professional problems. With penetrating insights and pointed anecdotes, Covey reveals a step-by-step pathway for living with fairness, integrity, honesty, and human dignity -- principles that give us the security to adapt to change and the wisdom and power to take advantage of the opportunities that change creates.

2) Now, Discover Your Strengths by Marcus Buckingham and Curt Coffman

Buckingham and Clifton begin with a look at the lives of a few famous people -- Bill Gates, Tiger Woods, Warren Buffett -- who've turned their inner passions and drives into successful careers. But they also share the stories of some more ordinary folks: Sherrie, for example, loved the idea of being a doctor but found

that she disliked being around seriously ill people. She ultimately became a dermatologist, thereby putting her talent for healing into action without trying to "correct" the feelings that would have made her less effective working as an oncologist or an emergency room physician. These personal stories lead the authors into a larger discussion of strength building, a skill they view as necessary to happiness and achievement at work.

3) Who Moved My Cheese by Spencer Johnson and Ken Blanchard

Most people are fearful of change because they don't believe they have any control over how or when it happens to them. Since change happens either to the individual or by the individual, Spencer Johnson shows us that what matters most is the attitude we have about change. Who Moved My Cheese? takes the fear and anxiety out of managing the future and shows people a simple way to successfully deal with the changing times, providing them with a method for moving ahead with their work and lives safely and effectively.

4) Prisoners of our Thoughts: Viktor Frankl's Principles at Work by Alex Pattakos

This timely book expands on Viktor Frankl's seminal Man's Search for Meaning, examining the book's concepts in depth and widening the market for them by introducing an entirely new way to look at work and the workplace. Alex Pattakos, a former colleague of Frankl's, brings the search for meaning at work within the grasp of every reader using simple, straightforward language. The author distills Frankl's ideas into seven core principles: Exercise the freedom to choose your attitude; Realize your will to meaning; Detect the meaning of life's moments; Don't work against yourself; Look at yourself from a distance; Shift your focus of attention; and Extend beyond yourself. By demonstrating how Dr. Frankl's key principles can be applied to all kinds of work situations, Prisoners of Our Thoughts opens up new opportunities for finding personal meaning and living an authentic work life.

5) Man's Search for Meaning by Viktor Frankl

Viktor Frankl's 1946 book, Man's Search for Meaning chronicles his experiences as a concentration camp inmate and describes his psychotherapeutic method of finding a reason to live. According to Frankl, the book intends to answer the question "How was everyday life in a concentration camp reflected in the mind of the average prisoner?" The first section of the book constitutes Frankl's experiences in the concentration camps, while the second half is an introduction to logotherapy.

6) Whole New Mind by Daniel Pink

In the tradition of Emotional Intelligence and Now, Discover Your Strengths, Daniel H. Pink offers a fresh look at what it takes to excel. A Whole New Mind

reveals the six essential aptitudes on which professional success and personal fulfillment now depend, and includes a series of hands-on exercises culled from experts around the world to help readers sharpen the necessary abilities. This book will change not only how we see the world but how we experience it as well.

Efficiencies

- 1) Transactional Six Sigma and Lean Servicing: Leveraging Manufacturing Concepts to Achieve World-Class Service by Betsi Harris Ehrlich

This ground breaking "how to" book is a practical guide for implementing Six Sigma and Lean Manufacturing methods in a transactional service oriented environment. It uses real case studies and examples to show how Six Sigma and Lean Servicing techniques have been implemented and proven effective in achieving substantial documented results. The author covers both theory and practical application of Lean Servicing, Six Sigma DMAIC and Six Sigma DFSS concepts and methods that can be used effectively in service organizations to achieve reduced costs and a new level of service excellence.

- 2) What is Lean Six Sigma? By Michael George, David Rowlands, Bill Kastle

A quick introduction on how to use Lean Six Sigma to improve your workplace, meet your goals, and better serve your customers. Lean Six Sigma combines the two most important improvement trends of our time: making work better (using Six Sigma) and making work faster (using Lean principles). In this plain-English guide, you'll discover how this remarkable quality improvement method can give you the tools to identify and eliminate waste and quality problems in your own work area. Packed with diagrams, cartoons, and real-life examples, What is Lean Six Sigma? reveals the four keys of Lean Six Sigma and how they apply to your own job: Delight your customers with speed and quality; Improve your processes; Work together for maximum gain; and Base decisions on data and facts. You'll see the big picture of what your company hopes to gain with Lean Six Sigma, how it may affect your work area, and what it can mean to you personally.

- 3) Lean Six Sigma Logistics by Thomas Goldby

Reducing costs, rushing to market and accelerating lead times are vital for survival in today's competitive environment. Inventory is no longer considered an asset, and strategies need to be in place to operate with minimal amounts of it. Lean Six Sigma Logistics illustrates how to integrate Lean, Six Sigma and Logistics into a cohesive process that will help eliminate unnecessary inventories through disciplined efforts to understand and reduce variation, while increasing speed and flow in the supply chain.

This "how to" book provides the vehicle to solidify strategic position, win over

customers, and achieve increased profit margins. It is the one book that executives, practitioners, consultants and academics will all want on their bookshelf. A must read for the CEO, CIO, CFO, COO, VP, Director, or Logistics Manager.

- 4) Six Sigma Business Scorecard: Creating a Comprehensive Performance Measurement System by Proveen Gupta

Six Sigma Business Scorecard is the first to explore the most critical element of its improvement methodology: performance measurements. Without a strong grasp of performance metrics, a company can have no clear, quantitative indication of its quality improvement. Six Sigma Business Scorecard offers a unique approach to measuring performance. Readers will learn how to track their improvements in quality and profitability -- and make critical adjustments if such improvements are not up to expectations -- while implementing Six Sigma. Written by a longstanding practitioner and a pioneer of Six Sigma methodology, this much-needed guidebook delivers a comprehensive performance measurement strategy allowing you to reap -- and quantify -- the many advantages of Six Sigma.

- 5) Six Sigma Way: How GE, Motorola and other top Companies are Honing Their Performance by Peter Pande

Six Sigma-the organizational quality system made famous by GE's legendary Jack Welch-has set new standards for process improvement. The Six Sigma Way is the first book to provide basic, non-technical information on understanding and implementing Six Sigma. Eye-opening success stories show how companies including GE, Motorola, Allied Signal, and others have used Six Sigma to produce millions in cost-savings and quality improvements. Written to give managers a basic overview of what Six Sigma is and how to implement it, The Six Sigma Way covers the application of Six Sigma across all industries.

- 6) Integrating Lean Six Sigma and High Performance Organizations; Leading the Charge by Tom Devane

You know that great improvement initiatives abound. What you may not know is how to implement them effectively; get fast, dramatic improvement; and sustain those results for the long term. It's a common problem. But take heart: The next wave of performance excellence is here—the seamless integration of today's leading improvement methods. This integration, described thoroughly in this book, builds upon the strengths and addresses the shortcomings of each discipline.

- 7) Leading Six Sigma: A Step by Step Guide by Ronald D. Snee, Roger W. Hoerl

Leading Six Sigma is the complete guide to leading quality initiatives in your company. Top Six Sigma consultant Ronald Snee and GE quality leader Roger Hoerl demonstrate how to deploy a Six Sigma plan that reflects your unique

organization, and key lessons learned from the world's best implementations. Coverage includes every facet of Six Sigma leadership: strategy, goal setting, metrics, training, roles/responsibilities, processes, reporting, rewards, ongoing review, and much more.